

# Course Descriptions

## ADVANCED INTERNATIONAL MANAGEMENT WORKSHOP

[PMT 304] Assignment-specific Course

Structured as an intensive 1-week workshop in international negotiation and international acquisition management issues, attendees will analyze, synthesize, and apply their knowledge of international acquisition in a simulated international negotiation of a cooperative defense agreement (normally called a Memorandum of Understanding or Agreement). Specific topics will include cultural sensitivity, international negotiation, preparation for negotiations, authority to develop and conclude an agreement, DoD policies and experiences, ethical considerations, and acquisition management issues. The role of the Congress and the Department of Commerce as well as Service approaches will be explored.

### COURSE ELIGIBILITY

The workshop is open to mid-level military officers, O-4 and above, DoD civilians GS-13 and above, and industry equivalents. Due to security restrictions, under most circumstances allied students are ineligible to attend. This is an advanced-level workshop, and attendees should have a basic understanding of U.S. domestic and international defense acquisition. As structured, the workshop targets those currently in, or entering, positions of responsibility in international, or potentially international programs, ranging from simple Data Exchange Agreements to complex cooperative development, production, and support programs.

This course is an Assignment-specific course for GS-13 and above and military O-4 and above, serving in or entering positions identified as requiring international acquisition qualification training at Career Level III.

Opposite page: Lt Col James L. Craig, Jr., USAF, Chair, Software Management Department, shares software management strategies with Mr. Paul Shebalin and Ms. Linda Lipscomb.

## ADVANCED PRODUCTION AND QUALITY MANAGEMENT COURSE

[PQM 301] Mandatory Course

Our 2-week Advanced Production and Quality Management Course (APQMC) is a capstone, senior-level systems management course structured around integrated product development and concurrent engineering. The course investigates day-to-day strategic policy development and decision making issues relevant to successfully managing three core technical tasks in DoD acquisition – systems and process development, manufacturing, and product quality verification. It also stresses strategic planning, the logical thinking process, and the skills required to identify and work through policy, regulatory, technical, or physical constraints to management effectiveness. The APQMC promotes a balance between technical management activities, organizational integration, and applied knowledge and leadership skills.

The entire course centers on “quality” in its broadest connotation. Students begin by deriving suitable operational definitions and measures. Significant portions of the course concentrate on the principal themes of its title – manufacturing and quality assurance – with special attention to specific lessons learned and state-of-the-art tools and techniques. Other major supplementary topics are: acquisition policy review, contract management and administration, contractor finance, ethics, and professionalism. Prominent guest lecturers and panel members from government and industry present timely examples or conduct open panel discussions appropriate to the course objective and emphasis. Analytical discussions of “real life” case studies complete the course.

### COURSE ELIGIBILITY

This course has been designed for DoD personnel who have completed PQM 101, Production and Quality Management Fundamentals Course; and PQM 201, Intermediate Production and Quality Management Course.

This is a Mandatory course for Level III certification in the Manufacturing, Production, and Quality Assurance career field (DoD 5000.52-M/DAU Catalog).

# ADVANCED PROGRAM MANAGEMENT COURSE

[PMT 302] Mandatory Course

Providing a comprehensive examination of the integrated process used in systems acquisition management, the 14-week Advanced Program Management Course (APMC) curriculum is based on a set of acquisition management competencies established by the Acquisition Management Functional Board for Level III certification in the Program Management Career Field. The course curriculum presumes the knowledge baseline of the Intermediate Systems Acquisition Course (ISAC). Primary objectives of the course follow:

- ◆ Demonstrate, from the program management perspective, the integration of functional disciplines into the dynamic processes used to manage systems;
- ◆ Provide a learning environment for students that encourages student inquiry and responds to their individual needs as much as possible;
- ◆ Provide a curriculum that makes it possible for the student to develop the abilities to enhance their performance in future acquisition-related positions; and
- ◆ Provide a curriculum that meets the requirements (competencies) established by the Acquisition Management Functional Board and that also has the flexibility to continuously reflect the changing defense acquisition environment.

The primary learning methodology is faculty-assisted, but student-led, small group cases and exercises. Substantial feedback by faculty members on the results of student activities is also a key part of the course learn-



ing process. Through these cases and exercises, the dynamic interaction among the acquisition functional disciplines is explored in detail. Also, the importance of developing and managing effective integrated acquisition management teams is emphasized. To further emphasize the importance and complexity of this dynamic integration, students are organized and expected to function during the cases and exercises as integrated product/process teams. The cases and exercises are student-centered; and the topic areas in some lessons can, within time and curriculum constraints, be determined by the students.

Subject areas include the functional disciplines and competencies; defense acquisition policy, with particular emphasis on the three decision making support systems; contractor finance; cost/schedule management; contract management; funds management; logistics support management; managerial development; manufacturing management; principles of program management; software management; systems engineering management; and test and evaluation.

The College uses a variety of programs to enrich the DSMC learning experience.

- ◆ Interdisciplinary exercises are used during the course to enhance the integration of the functional area disciplines. These exercises provide an experiential learning process and challenge students to apply and integrate functional knowledge while using quality tools and integrated process and team concepts.
- ◆ The individual learning program is designed for students to tailor individual learning





needs as part of their continuing self-assessment. Students develop an individual learning plan designed to acquire certain skills and knowledge in elective classes and/or self-study, using resources like the DSMC Acker Library, the DSMC Learning Resource Center, faculty, other students, and local experts and organizations.

- ◆ Through the College's Capitol Hill Program, students learn how congressional activities impact acquisition management; study the operations of Congress; receive briefings on current congressional activities and issues; and take a 1-day field trip to Capitol Hill.

#### COURSE ELIGIBILITY

The College designed the APMC for military and civilian acquisition workforce members in the military rank of O-4/O-5, or civilian GS grade of 13/14 who are Acquisition Corps-qualified and have successfully completed ACQ 101 and ACQ 201 or equivalent. A Secret security clearance is required.

This is a Mandatory course for Level III certification in the Program Management Career Field (DoD 5000.52-M).



## ADVANCED SOFTWARE ACQUISITION MANAGEMENT COURSE

[SAM 301] Assignment-specific Course

As designed, the Advanced Software Acquisition Management Course (ASAMC) is a 14-day, senior-level, decision-oriented course focusing on management activities and key processes used to acquire software-intensive systems for DoD. The ASAMC covers software-intensive systems from the weapon system; Command, Control, Communications, Computers and Intelligence (C4I); and automated information system (AIS) domains. The course uses lectures, guest speakers from government and industry, individual and team exercises, group discussions, and case studies to highlight process-oriented issues at the higher levels of management. Students work both individually and in teams and complete exercises and case studies to develop the competencies necessary to effectively carry out the job of program manager, deputy program manager, or similar top-management-level software acquisition management positions.

The ASAMC starts with an initial student assessment and subsequent assignment of students to teams. The "teaming" concept provides each team member with a broad base for collaborative learning. Case studies require students to review case material and, both individually and collectively, address key software acquisition management issues. Students are frequently assessed during the course and provided opportunities for remedial training on identified weaknesses.

After completing the ASAMC, the student will have demonstrated a level of knowledge and ability commensurate with the competence required of a Level III software acquisition manager. Also, the student will





have performed, through the case studies, a wide range of management tasks required during the acquisition of a software-intensive weapon system, AIS, and C4I system. The course-long student assessment provided by the short exercises and individual case study and group exercise results will be wrapped up by a final student assessment. At the completion of the ASAMC, each student will be provided with a specific competency appraisal and recommendations for further development.

#### COURSE ELIGIBILITY

The ASAMC is open to all military officers, rank O-4 and above, and DoD civilians, GS-12 and above, who are routinely given duties managing software development and/or acquiring software and who work in development programs that have total program costs for software of \$20 million or more, procurement programs that have total program costs of \$30 million for software, programs that have sustainment costs of \$1 million or more for software annually, or programs where post-deployment software support is ongoing. Students should have successfully completed the Intermediate Software Acquisition Management Course (ISAMC), SAM 201, before attending this course.

This course is required for acquisition personnel serving in Level III software acquisition management positions (DoD 5000.52-M).

## ADVANCED SYSTEMS PLANNING, RESEARCH, DEVELOPMENT, AND ENGINEERING COURSE

[SYS 301] Mandatory Course

Designed for senior-level DoD personnel, the 2-week Advanced Systems Planning, Research, Development, and Engineering Course (ASPRDEC) uses a facilitated scenario. This allows participants to improve their competence in the technical management of the science, technology, and systems engineering processes and procedures that develop during each acquisition phase of a systems life cycle. The curriculum integrates the participants into a technical role where they interpret and analyze technical problems through evaluation and forecasting techniques for cost, schedule, performance, and risk issues. The participants will synthesize and integrate Program Management Office activities and ensure the integrity and productivity of research, development, and engineering decision making.

The common tools of systems planning research, development, and engineering are used within the framework of an interactive, progressive scenario that starts with a need and progresses through the acquisition milestones and phases. The students will employ requirements analyses, risk management, technical performance measures, trade-off analyses, configuration and data management, technical reviews, forecasting, design of experiments, work breakdown structures, and specification and statement of work tailoring to control and evaluate the evolutionary design of a target system.

#### COURSE ELIGIBILITY

The College designed ASPRDEC for DoD personnel with 4 years of experience in positions of increasing responsibility and complexity in Engineering or Science; and 3 years in an acquisition position, which includes 2 years in a Science or Engineering Career Field. A recommended prerequisite for attendance is DAU's SYS 201 course. Military officers of rank O-4 and above, and DoD civilians in grades GM-13 and above, are the intended audience.

This is a Mandatory course for Level III certification in the Systems Planning, Research, Development, and Engineering Career Field (DoD 5000.52-M).

## BASIC SOFTWARE ACQUISITION MANAGEMENT COURSE

### Correspondence Course

Individual Study Program Available Summer 1997  
**[SAM 101]** Assignment-specific/Correspondence Course

**T**he Basic Software Acquisition Management Course (BSAMC) is a correspondence course requiring 40–80 hours of study. The BSAMC familiarizes students with the concepts, policies, and key practices used in software acquisition management of weapon systems; Command, Control, Communications, Computer, and Intelligence systems; and automated information systems. Students will examine the standard documents used by software acquisition managers and study various life cycles of systems in which software is a key component. Terms and concepts used by software acquisition managers will be learned through a combination of individual study and contact with a learning manager. Students will receive course reference materials needed by software acquisition managers, a computer-based training package, and course examinations. The computer-based training component of the system is the primary means of guided instruction.

Upon completion of the BSAMC and the Intermediate Systems Acquisition Course (ISAC), ACQ 201, the student will be eligible for enrollment in the Intermediate Software Acquisition Management Course (ISAMC), SAM 201.

### COURSE ELIGIBILITY

This course is mandatory for acquisition personnel who are routinely given duties managing software development and/or acquiring software and who work in development programs that have total program costs for software of \$20 million or more, procurement programs that have total program costs of \$30 million for software, programs that have sustainment costs of \$1 million or more for software annually, or programs where post-deployment software support is ongoing. Students should have successfully completed ACQ 101 prior to attending this course.

This course is required for those serving in Level I acquisition positions whose duties include software acquisition management (DoD 5000.52M).

## BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT WORKSHOP

**[BCF 301]** Mandatory Course — FY 97

**O**ur 9-day Business, Cost Estimating, and Financial Management Workshop (BCEFMW) will teach students how to apply BCEFM concepts, techniques, or on-the-job experience as they relate to functional interrelationships and opportunities among the disciplines of cost estimating, contract performance management, and financial management. The Workshop will provide training for individuals in business/financial management or program control.

### COURSE ELIGIBILITY

The BCEFMW is designed for Level III acquisition professionals. Prerequisites for the workshop include completion of either Intermediate Systems Acquisition Management (ACQ 201) or a combination of Fundamentals of Cost Analysis (BCE 101), Systems Acquisition Funds Management (BFM 201) and Contract Performance Management Fundamentals (BFM 102).

This is a Mandatory course for Level III certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).



## CONTRACT PERFORMANCE MANAGEMENT FUNDAMENTALS COURSE

[BFM 102] Mandatory and Assignment-specific Course

**C**ontract Performance Management (CPM) is the application of selected management practices, emphasizing objective measurement of work accomplishment (i.e., “earned value”) for evaluating progress toward delivery of an agreed-to product or service. The 8-day Contract Performance Management Fundamentals Course (CPMFC) introduces the student to the tasks associated with earned value management. This competency-based, process-oriented course uses a variety of instructional techniques to introduce students to the discipline, and then builds on the basic knowledge through exercises and case studies. The course prepares students for participation in government Program Management Office activities by developing the CPM-unique knowledge, skills, and task performance abilities for application in the workplace. The course specifically addresses DoD requirements such as Cost/Schedule Control Systems Criteria (C/SCSC) and Cost/Schedule Status Report (C/SSR).

### COURSE ELIGIBILITY

The CPMFC is open to military officers and DoD civilians, GS-9 and above, working in or selected for, positions requiring knowledge or use of earned value management.

This course may be selected as one of the Mandatory courses for Level I certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).



## CONTRACT PERFORMANCE MANAGEMENT FUNDAMENTALS COURSE — INDIVIDUAL SELF-PACED

### Correspondence Course

[BFM 102] Mandatory and Assignment-specific Course

**T**he correspondence version of the Contract Performance Management Fundamentals Course (CPMFC) introduces the student to DoD contractor performance management requirements. The course addresses the key concept of “earned value management”; the use, implementation, and surveillance process of the Cost/Schedule Control Systems Criteria (C/SCSC); and the building and maintenance of a performance measurement baseline and data analysis techniques useful for Contract Performance Management practitioners and program managers.

The correspondence course includes extensive use of CD-ROM multimedia instructional materials and practical workbook exercises. Students assess sample instruments used to evaluate contractor Management Control Systems for compliance to the C/SCSC and do actual analysis of performance data to measure trends.

### COURSE ELIGIBILITY

The correspondence version of CPMFC is open to military officers and DoD civilians, GS-9 and above, working in or selected for, positions requiring knowledge or use of earned value management. Persons in equivalent positions throughout the defense industry are encouraged to attend.

This course will require approximately 35–80 hours for completion. However, the DSMC does allow 1 year to successfully complete all course requirements.

*If you are taking this course to fulfill the requirements of DoD 5000.52-M, contact your Service or DoD POC listed on pp. 34–35 for application procedures. Individuals not enrolling in the course to meet mandatory requirements should call (703) 805–2146/2850 or DSN 655–2146/2850 for application information.*

This course may be selected as one of the Mandatory courses for Level I certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

# CONTRACTOR FINANCE FOR ACQUISITION MANAGERS COURSE

[BFM 204] Mandatory Course

**D**esigned for government personnel who deal directly with contractors or contractor information/data, the 1-week Contractor Finance for Acquisition Managers Course (CFAMC) provides students with a better understanding of their contractors. Contractor management is obligated to provide a fair return on stockholders' investments in the company. Their financial motivations influence virtually all of the management systems they use and management decisions they make; however, they must comply with a large amount of legislation and regulation, which provides significant constraints to how they operate. According to a government finding, "A lack of understanding of corporate financial health and motivation is a significant contributor to major problems on some programs, leading up to and including program cancellation." Eliminating this "lack of understanding" is the reason CFAMC is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field. The course curriculum includes:

- ◆ a discussion of the interrelationships among the contractors' costing procedures, and their financial and managerial accounting systems;
- ◆ an analysis of cost principles and indirect cost management in DoD contracts, including how overhead rates are calculated and used;
- ◆ the contractor's perspective on planning and control in business management; and
- ◆ a discussion of the environment in which industry prepares and government personnel evaluate cost proposals.

The College structured this course to achieve a balanced presentation of financial and costing issues affecting the day-to-day working relationship between government and industry.

Students learn to recognize financial management issues, while learning the vocabulary and concepts necessary to understand and discuss these issues with



the government contractor community. This increases the likelihood that attendees can identify financial problems before these problems adversely impact a program.

Course content includes most of the elements found in courses similar to the "Finance for Non-Financial Managers Course," sponsored by the American Management Association. Courses such as these are intended to attract students from general commercial industries. In contrast, CFAMC concentrates on the government contracting industry and includes the special financial regulations the government requires in the Federal Acquisition Regulation and the Cost Accounting Standards. This makes it uniquely applicable to general and functional managers in all government organizations with an interest in the systems acquisition process.

## COURSE ELIGIBILITY

Attendance is open to DoD personnel involved in establishing acquisition requirements and managing defense acquisition efforts. Anyone involved in the systems acquisition process who interfaces with contractors or deals with contractor financial data (program office personnel, Defense Contract Management Command personnel, auditors, source selection teams, and acquisition headquarters personnel) will gain substantial benefit from course attendance. Military officers and DoD civilians, GS-9 and above, are eligible to attend.

This course may be selected as one of the Mandatory courses for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

## DEFENSE ACQUISITION EXECUTIVE OVERVIEW WORKSHOP

[DSMC-5] Continuing Education Course

**D**esigned for high-ranking DoD personnel, this 2-day workshop offers an executive-level understanding of the defense systems acquisition process. That need may be across the entire spectrum of the process or only in one or two areas. Typically, the need arises when an individual is about to take on a new command or new assignment.

In a departure from its normal practice of scheduling classes in advance, the College offers this workshop on an "on demand" basis; i.e., when a potential registrant contacts the DSMC course director to request attendance, together the two negotiate mutually acceptable dates for the workshop. The course director will then meet with the potential registrant, and together they will tailor the workshop to ensure that only those topics of specific interest to the potential registrant are addressed.

The pilot for this workshop was conducted for a DoD political appointee in March 1995. In the first 9 months of FY 96, 6 workshops were conducted in response to requests from general/flag officers.

### COURSE ELIGIBILITY

This workshop is available to all DoD general/flag officers, political appointees, and senior executive service civilian employees. Membership in an Acquisition Corps career program is not required.



## EXECUTIVE MANAGEMENT COURSE

[DSMC-30] Continuing Education Course

**D**esigned for individuals who are not graduates of the DSMC Program Management Course or Advanced Program Management Course, this 3-week course serves senior managers who interface with, or otherwise need to understand the defense acquisition system.

The course explores how participants can better support, guide, and oversee acquisition programs through case studies, examples, and discussions among DSMC faculty, guest speakers from the DoD community, and the course participants.

### COURSE ELIGIBILITY

This course is open to military officers and civilians, O-6/GM-15, who are working in positions requiring an understanding and working knowledge of DoD systems acquisition. Additionally, participants of equivalent rank from the defense industry and other federal agencies are admitted on a space-available basis. A Secret security clearance is required for all participants.





# EXECUTIVE PROGRAM MANAGERS COURSE

[PMT 303] Assignment-specific Course

The 4-week Executive Program Managers Course (EPMC) builds on the general program management competencies acquired during previous attendance at the Program Management Course (PMC) or Advanced Program Management Course (APMC). Also building on subsequent on-the-job experience, EPMC provides the selected participants an opportunity to enhance their skills through this concentrated 4-week period preceded by approximately 60 days of advance, part-time work wherein they assess the status of their assigned programs; personal strengths and weaknesses in relation to problems, issues, and concerns of their programs; and impacts that may result from recent policy changes in system acquisition.

The course begins with a 2-day orientation workshop, focusing on an "Assess-Plan-Do" process for conducting continuous program assessment and learning. The College conducts the workshop 60 days prior to the 4-week, on-campus phase, resulting in a plan for assessing each participant's program and a draft learning plan. Program assessments enable new Program Executive Officers (PEO) and Acquisition Category I and II (ACAT I and II) Program Managers/Deputy Program Managers (PM/DPM) to determine and prioritize their learning efforts based on their program's phase, critical activities, or immediate issues. The PM/DPM should meet with his/her future PEO for guidance on areas of specific interest. Additionally, the College encourages visits to matrix organizations, Defense Plant Representatives Offices, laboratories, contractors, Service, and Office of the Secretary of Defense (OSD) officials.



The outcome of this activity will be a personally tailored learning plan or contract that is based on identified program issues and related program management competency needs. The learning plan provides a "roadmap" that allows students to focus their energy and maximize their time during the learning day. In preparation for the 4-week period, the College assigns each participant a senior DSMC faculty member as their Learning Team Manager (LTM). The LTM supports the participant's program assessment and learning needs during the initial assessment phase, the 4 weeks on campus, and after the course.

The course emphasizes an iterative Assess-Plan-Do process for program management and stresses the value of a team approach. During the 4 weeks at DSMC, the participant joins other prospective PEOs, PMs, and DPMs in a learning environment designed to accommodate individual learning styles while promoting group learning from peers. Participants present their program assessments to their LTM and peers. The learning dialogue supports advanced learning in the process of program assessment and facilitates each participant's opportunity to discover additional learning needs. Core workshops provide the latest policies and practices in areas considered critical for all future PEOs/PMs/DPMs.

The majority of the time in Weeks 2, 3, and 4 is reserved for learner-scheduled activities and continued program assessment. This time will enable participants to internalize the lessons learned from Week 1 activities, and actively pursue a deeper understanding of their program(s) and program problems/issues. Participants may have members of their program office or PEO staff join in special training sessions. Distinguished guests/panels are invited to participate in dialogue sessions relating contemporary hot topics and lessons learned. In addition, participants have the opportunity to individually meet with and discuss areas



of interest with the principal decision makers in their Services and OSD. At the end of the 4 weeks, learners brief the results of their program assessments and plan for future actions. These briefs and all the previous learning activities will support the participant's ability to quickly and effectively interact with all the major stakeholders.

Although the College places responsibility for personal learning squarely on the new PEO/PM/DPM, the LTM guides and supports the learner's efforts in completing as much of the learning plan as possible, including modifications to match emerging needs. Additionally, other DSMC faculty support these learning needs by facilitating group and individual learning activities. Included in the faculty teams will be Service experts who help pursue answers to Service-unique process questions.

As a natural extension of the EPMC, participants may continue the relationship with the DSMC LTM/faculty through the Executive Continuous Education for Leaders (EXCEL) Program. The EXCEL program continues to promote the Assess-Plan-Do process by supporting the participant's program and associated individual learning requirement throughout each participant's tenure.

#### COURSE ELIGIBILITY

The College designed EPMC specifically to meet the learning and performance needs of PEOs and ACAT I and II PMs/DPMs. Allied and industry students are eligible to attend on a space-available basis. Successful completion of PMC or APMC is also a prerequisite.

This course is required for personnel selected as a PEO, PM, or DPM in an ACAT I or II program.

## EXECUTIVE REFRESHER COURSE

### [DSMC-2] Continuing Education Course

While certain program management principles and functions are revisited, this executive-level course focuses upon change and paradigm reconstruction to provide participants with current information and knowledge on evolving acquisition policies and lessons learned. The leadership role required for effective acquisition management in a changing world is examined. The 2-week Executive Refresher Course (ERC) directs attention to DoD initiatives where implementation has a profound effect upon the acquisition environment, and promotes an understanding of the perspectives of acquisition leaders from the legislative and executive branches, and defense industry. Guest speakers lead discussions on hot topics such as reform initiatives, resource allocation, performance specifications, the industrial base, earned value, cost as an independent variable, integrated process and product development, and integrated product teams. Class discussions promote government and industry partnering as a vehicle to encourage those management practices that reduce costs while promoting sound acquisition management.

#### COURSE ELIGIBILITY

The ERC is open only to graduates of the Program Management Course (PMC) and Advanced Program Management Course (APMC) who are or have been selected for grades O-6 or GS-15. Higher ranking military or civilians will be considered. Non-PMC/APMC graduates who meet the rank/grade requirement should attend the Executive Management Course (EMC) or the Intermediate Systems Acquisition Course (ISAC). A Secret security clearance is required.



## EXECUTIVE TEST AND EVALUATION MANAGEMENT COURSE

[TST 301] Mandatory Course

Structured around the test and evaluation (T&E) process, the 1-week Executive Test and Evaluation Management Course (ETEMC) is a capstone, senior manager course designed for engineers, T&E staff, and project organization personnel who generally have 4 or more years of T&E experience at a test organization, laboratory, or program office. As a result, the course focuses on policy and management issues in addition to the technical aspects of T&E.

The TST 301 course engages the students in problem-solving situations to generate an ability to use ideas, concepts, principles, and theories relative to T&E planning, conduct, and management. The student will be required to apply knowledge through participation in several mini-cases and exercises that address current issues in T&E. As a result of this course, the student should have an enhanced capability to manage new and unique T&E projects through application of knowledge gained about DoD T&E policies, procedures, and concepts.

### COURSE ELIGIBILITY

The course is open to acquisition workforce professionals (DoD civilians GS-13 and above and military O-4 and above) seeking Level III T&E certification. Prior acquisition and T&E experience as well as completion of ACQ 201 are prerequisites. Students should already meet all requirements for Level II T&E certification. The College encourages nongovernment persons in equivalent positions throughout the defense industry community to attend.

This is a Mandatory course for Level III certification in the T&E Career Field (DoD 5000.52-M).

## FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT COURSE

[ACQ 101] Mandatory Course

Providing a broad overview of the basics of defense systems acquisition management, the 9-day Fundamentals of Systems Acquisition Management Course (FSAMC) introduces students to the wide range of managerial functions and technical disciplines involved in defense systems acquisition, including funds management, contracting, logistics, systems engineering, software, test and evaluation, and manufacturing. Students learn the basic policies, procedures, acronyms, terms, and documentation associated with the acquisition process. Through lecture, discussion, exercises, and case studies, students study the entire life cycle of a weapon system, from inception through development, production, and disposal.

### COURSE ELIGIBILITY

The FSAMC is open to military officers, DoD civilians GS-5 and above, and industry equivalents.

This is a Mandatory course for Level I certification in most career fields (DoD 5000.52-M).



## INTERMEDIATE ACQUISITION LOGISTICS COURSE

[LOG 201] Mandatory Course

**D**esigned for acquisition logistics managers, integrated logistics support managers, and the supervisors of acquisition logisticians, the College's 3-week Intermediate Acquisition Logistics Course (IALC) provides an analysis of logistics activities in the materiel acquisition process and its connection to the systems engineering process. Presentations cover acquisition logistics-related subjects such as the elements of logistics; life cycle costing; reliability; availability; maintainability; materiel and the nondevelopmental item acquisition processes; logistics-relevant tests and evaluations; and technical information management. Guest lecturers from government and industry discuss real-world examples of developing and executing support for DoD programs and policies. A wide range of experience-based case studies offer the student an opportunity to address weapons-system logistics problems; apply ethical principles; devise theoretical and pragmatic solutions; and understand the dynamics involved in the development of a sound logistics acquisition strategy.

### COURSE ELIGIBILITY

The course is open to acquisition workforce professionals, DoD civilians, GS-9 through GS-12, and military officers, rank O-3 and above, who possess acquisition logistics experience or have been assigned to acquisition logistics positions. Successful completion of LOG 101 and ACQ 201 are prerequisites.

This course may be selected as one of the Mandatory courses for Level II certification in the Acquisition Logistics Management Career Field (DoD 5000.52-M).



## INTERMEDIATE CONTRACT PERFORMANCE MANAGEMENT COURSE

[BFM 203] Mandatory and Assignment-specific Course

**T**he 2-week Intermediate Contract Performance Management Course (ICPMC) is an applications-based course on the use of Earned Value Management (EVM) in the Defense Systems Acquisition Management process. As structured, the course integrates EVM activities with other acquisition functional disciplines to provide students a system-level view. The ICPMC allows students to apply EVM concepts in a simulated Program Management Office environment. Using earned value concepts and related tools such as the Cost/Schedule Control Systems Criteria, the students perform typical program-related tasks. The students' tasks cover all phases of a contract from Request for Proposal development through ongoing program evaluation to prepare them for future job assignments.

### COURSE ELIGIBILITY

The ICPMC is open to military officers and DoD civilians, GS-9 and above, working in or selected for, positions requiring knowledge or use of earned-value management techniques. Prerequisites for the course include completion of the Fundamentals of Systems Acquisition Management Course (FSAMC), Contract Performance Management Fundamentals Course (CPMFC), and the Intermediate Systems Acquisition Course (ISAC).

This course may be selected as one of the Mandatory courses for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).



# INTERMEDIATE SOFTWARE ACQUISITION MANAGEMENT COURSE

[SAM 201] Assignment-specific Course

**D**esigned for Level II acquisition professionals who fill or are slated to fill software acquisition manager positions, the Intermediate Software Acquisition Management Course (ISAMC) is a 14-day, mid-level, process-oriented course. Structured around the software acquisition management activities that typically occur during the DoD systems acquisition, the ISAMC combines weapon system and automated information system case studies with supporting lectures and group discussions.

Students are divided into teams and, individually and as a group, complete exercises and case studies to develop the competencies necessary to effectively carry out the job of software acquisition manager. The ISAMC starts with an initial student assessment and a subsequent assignment of students to teams in order to provide each team with a broad base for collaborative learning.

A structured format of morning lecture, discussion, and short exercises prepares the students to deal with afternoon case studies. The afternoon case studies require students to review case material and individually answer associated questions. Case learning points are further emphasized through group discussions and exercises using the situations presented in the case material. As a final portion of the case study, student teams present and justify recommendations. The written results of the students' exercises, individual case study answers, and the output of team exercises are incorporated into individual portfolios that document each student's progress throughout the course.

As a result of completing the ISAMC, the student will have demonstrated a level of knowledge and ability commensurate with the competence required of a Level II software acquisition manager. The student will have performed, through the case studies, a wide range of tasks required during the acquisition of a software-intensive weapon system; automated information system; or Command, Control, Communications, Computer and Intelligence (C4I) system.



The student will leave the ISAMC with a portfolio of sample analyses, plans, recommendations, and other intermediate software acquisition management products expected of a Level II acquisition professional. The course-long student assessment provided by the exercise, and case study results will be wrapped up by a final student assessment. At the completion of the ISAMC, each student will be provided with a specific competency appraisal and recommendations for further development.

## COURSE ELIGIBILITY

The ISAMC is mandatory for acquisition personnel who are serving in civilian grades 9 through 12 and military ranks O-3 through O-5 and who are routinely given duties managing software development and/or acquiring software and who work in development programs that have total program costs for software of \$20 million or more, procurement programs that have total program costs of \$30 million for software, programs that have sustainment costs of \$1 million or more for software annually, or programs where post-deployment software support is ongoing. Students should have successfully completed the Basic Software Acquisition Management Course (BSAMC), SAM 101, and Intermediate Systems Acquisition Course (ISAC), ACQ 201, prior to attending this course.

This course is required for those serving in Level II acquisition positions whose duties include software acquisition management.

## INTERMEDIATE SYSTEMS ACQUISITION COURSE

[ACQ 201] Mandatory Course

**T**he 4-week Intermediate Systems Acquisition Course (ISAC) examines the DoD system acquisition management, technical, and business processes with activities that unite them. Students gain familiarity with the issues, terminology, and roles and functions of the primary acquisition players. As structured, ISAC is designed for intermediate-level system acquisition managers and specialists.

The course has four components:

- ◆ Acquisition Policy and Integration: Encompass DoD life cycle management policy, principles of management, and managerial development.
- ◆ Technical: Covers systems engineering, logistics, test and evaluation, software and manufacturing management.
- ◆ Business: Addresses contract and contractor financial management, cost/schedule control, and government funds management.
- ◆ An Integrative Case links the three areas.

### COURSE ELIGIBILITY

The ISAC is for Career Level II military officers, rank O-3 and above, DoD civilians GS-09 and above, and industry equivalents. Experienced functional acquisition professionals acquire interdisciplinary exposure outside their functional expertise. Successful completion of ACQ 101 is mandatory prior to attending ACQ 201.

### EQUIVALENCY EXAMINATION

Equivalency examinations for ISAC will be offered by DSMC in FY 97. Applicants for the equivalency exam must satisfy all DoD 5000.52-M Level II requirements for their career field excluding the ACQ 201 training. Contact your local training office or Service Director of the Acquisition Career Management Office for ISAC equivalency examination dates, locations, and application information.

This is a Mandatory course for Level II certification in most acquisition career fields (DoD 5000.52-M).

## INTERMEDIATE SYSTEMS PLANNING, RESEARCH, DEVELOPMENT, AND ENGINEERING COURSE

[SYS 201] Mandatory Course

**S**ystems Engineering Management is the fundamental, mandatory, and world-class discipline for the efficient management of every DoD acquisition program requiring new development or system modifications. The 2-week Intermediate Systems Planning, Research, Development, and Engineering Course (ISPRDEC) individually presents systems engineering techniques and builds to an integrated understanding of the DoD acquisition life cycle as well as the following areas:

- ◆ Systems Engineering Process
- ◆ Integrated Product and Process Development
- ◆ Technical Design Reviews
- ◆ Technical Performance Measurements
- ◆ Commercial and Military Specifications
- ◆ Program Analysis and Control Tools
- ◆ Risk Identification and Management
- ◆ Life Cycle Cost and Planning Considerations
- ◆ Computer-aided Acquisition Tools

Integrated practical exercises extensively reinforce comprehension and application of systems engineering techniques.

### COURSE ELIGIBILITY

The course is for DoD personnel with 2 years of science or engineering experience that includes 1 year in an acquisition position. Successful completion of ACQ 101 and ACQ 201 and a bachelor's degree in engineering, physics, chemistry, or mathematics are mandatory for Level II certification. As structured, the course is intended for military personnel, O-3 through O-5, and DoD civilians, GS-9 through GS-13.

This is the final Mandatory Level II certification course in the Systems Planning, Research, Development, and Engineering Career Field (DoD 5000.52-M).

## INTERMEDIATE TEST AND EVALUATION COURSE

[TST 202] Mandatory Course

Providing a thorough understanding of the concepts of Test and Evaluation (T&E), the 9-day Intermediate Test and Evaluation Course (ITEC) promotes understanding of current policy, practice, and procedures applicable to successfully executing the T&E process. Course topics include requirements analysis, test planning, design, conduct, instrumentation, analysis/evaluation, and reporting. Special topics include software T&E, environmental issues, modeling and simulation, and program security. Students will complete defense system, experience-based case studies involving T&E situations and devise theoretical and pragmatic solutions; and apply knowledge as team members in an integrative exercise that develops a T&E plan for a major weapons system.

### COURSE ELIGIBILITY

The course is open to military officers and DoD civilians, GS-9 and above, who meet Level I certification requirements, with 2 years of technical experience, including 1 year in T&E. Completion of ACQ 201 is a required prerequisite.

This is a Mandatory course for certification in Level II of the T&E Career Field. (DoD 5000.52-M)



## INTERNATIONAL SECURITY AND TECHNOLOGY TRANSFER/CONTROL COURSE

[PMT 203] Assignment-specific Course

As a comprehensive review of security and technology transfer/control, the 1-week International Security and Technology Transfer/Control Course (ISTT/CC) examines policies, procedures, and processes governing the international transfer and control, export licensing, and import licensing of technology, hardware, software, data exchange, engineering liaison, and training.

The ISTT/CC is designed for the acquisition professional, defense and Service headquarters staff, and Defense Cooperation personnel and attachés associated with any aspect of international acquisition.

The course has five components:

- ◆ Acquisition Documentation
  - Cooperative Opportunities Document Program
  - Protection Plan
- ◆ Security and Data Transfer
  - Technology Assessment/Control Plan
  - Technology Transfer Control Plan
- ◆ Export/Import Licensing
- ◆ Contractor Operations
  - Foreign Ownership, Control, and Influence
- ◆ Laws, Policies, and Procedures
  - Arms Export Control Act
  - National Disclosure Policy
  - Executive Orders

### COURSE ELIGIBILITY

The ISTT/CC is assignment-specific training for military officers in rank O-3 and above, DoD civilians GS-11 and above, and acquisition professionals who may require international acquisition training. The course is also appropriate for personnel assigned to foreign liaison offices, or who represent the DoD in dealings with other nations or international agencies. However, due to security restrictions, under most circumstances allied students may not attend. A Secret security clearance is required.

This is an Assignment-specific course for personnel who participate in an international defense acquisition program in other than a managerial capacity.

## INTRODUCTION TO ACQUISITION WORKFORCE TEST AND EVALUATION COURSE

[TST 101] Mandatory Course

**A**s a 1-week, entry-level course, the Introduction to Acquisition Workforce Test and Evaluation Course (IAWTEC) emphasizes the basic T&E management and engineering principles, policies, and practices used by the DoD. The course introduces common tools used in T&E: detailed test and evaluation plan, Test and Evaluation Master Plan, test and evaluation reports, and test integration/planning working groups. The many types of tests covered include developmental testing, operational testing, live-fire testing, qualification testing, and production acceptance testing. Lectures, case studies, and exercises are used to examine the roles of government and industry organizations in T&E management.

### COURSE ELIGIBILITY

The course is open to acquisition workforce professionals, DoD civilians GS-5 through GS-9, and military officers. At least 1 year of prior acquisition experience and completion of ACQ 101 are prerequisites.

This is a Mandatory course for Level I certification in the T&E Career Field (DoD 5000.52-M).



## MULTINATIONAL PROGRAM MANAGEMENT COURSE

[PMT 202] Assignment-specific Course

**D**esigned to help prospective students develop an understanding of the competencies necessary to participate effectively in an international defense acquisition program, the 1-week Multinational Program Management Course (MPMC) emphasizes the U.S. policy of encouraging armaments cooperation and enhancing rationalization, standardization, and interoperability with our allies. Key national, DoD, and Service policies on international cooperative development, production, and support will be explored.

### COURSE ELIGIBILITY

This course is assignment-specific training for military officers, O-3 and above, and DoD civilians, GS-11 and above, who hold or have been selected for, the following types of positions impacting international defense acquisition programs:

- ◆ Program Managers and Program Management Staff
- ◆ Key Personnel at Government Laboratories and Centers
- ◆ Defense and Service Headquarters Staff Personnel
- ◆ Office of Defense Cooperation Personnel and Attachés

This is an Assignment-specific course for personnel who participate in international defense acquisition programs.

## INTERNATIONAL DEFENSE EDUCATIONAL ARRANGEMENT (IDEA) SEMINAR

The DSMC has an arrangement called IDEA with equivalent educational institutions in France, Germany, and the United Kingdom. Once a year, the College conducts a seminar on international acquisition to accommodate U.S. acquisition personnel assigned to Europe and in concert with members of IDEA. This seminar is also well attended by European personnel. Attendees receive equivalent credit to the MPMC.



## OVERHEAD MANAGEMENT OF DEFENSE CONTRACTS COURSE

[CON 232] Assignment-specific Course

Covering both introductory and advanced overhead management concepts, the 2-week Overhead Management of Defense Contracts Course (OMDCC) provides a sequence of instructions that is appropriate for contracting officers, buyers, price analysts, auditors, and contract administration personnel. The course emphasizes the overhead process, rate development, final rate determination, pricing applications, cost accounting standards, cost principles, cost monitoring, contract administration, and ethical principles. The use of "Decisions" (Armed Services Board of Contract Appeals, Court of Claims, and others), is an important part of this course; the complex accounting issues make coverage of these cases beyond the scope of those integrated into applicable cost accounting standards, cost principles, and in a few cases, generally accepted accounting principles.

### COURSE ELIGIBILITY

The College recommends OMDCC for personnel assigned or selected for program projects in which contractor overhead management situations are present and are important elements of costs. Completion of all Level I courses is recommended. Course work or background in cost accounting is desired.

This is an Assignment-specific course for personnel assigned to program projects in which contractor overhead situations are present.



## PROGRAM MANAGERS SURVIVAL COURSE

[PMT 305] Assignment-specific Course

The 2-week Program Managers Survival Course (PMS) builds on the general program management competencies acquired during previous attendance at the Program Management Course or Advanced Program Management Course, and subsequent on-the-job experience. As designed, PMS provides participants with an opportunity to assess their program and personal skills, update their knowledge, and examine lessons learned from other recent programs. A principal focus of the PMS is use of the survival skills necessary to effectively manage a DoD acquisition program.

Each participant will complete a self-assessment 30 days prior to the course. Areas of concentration are: the status of their assigned programs; personal strengths and weaknesses in relation to problems, issues and concerns of their programs; and impacts that may result from recent policy changes in system acquisition. The assessment process will result in a draft learning plan that can be used to structure the course for maximum benefit to each participant. Each Program Manager/Deputy Program Manager (PM/DPM) should meet with their future PM or Program Executive Officer for guidance on areas of specific interest.

Additionally, students are encouraged to visit the offices of matrix organizations, Defense Program Representatives, labs, contractors, and officials of the Service and Office of the Secretary of Defense. The outcome of this activity will be a personally tailored learning plan or contract that is based on current program issues and related program management competency needs. The learning plan provides a "roadmap" that allows students to focus their energy and maximize their time each day.

The course emphasizes an iterative "Assess-Plan-Do" process for program management and stresses the value of a team approach. During the 2 weeks at DSMC, the participant joins other prospective PMs and DPMs in a learning environment designed to accommodate individual learning styles while promoting group learning from peers. Core workshops will provide functional updates of policies and practices in areas considered critical for all future PMs/DPMs. Fa-



cilitated discussions will concentrate on lessons learned and how to deal with each situation as the PM. The latest management techniques and survival skills are an integral part of the discussions. The course includes two elective periods that afford the PM/DPM the opportunity to explore selected subjects in detail. A PM discussion panel is scheduled for Friday of Week 2 to explore in real-time, situations presented by current program managers.

As a natural extension of the PMSC, participants may continue the relationship with the DSMC faculty through the Executive Continuous Education for Leaders (EXCEL) Program. The EXCEL program continues to promote the "Assess-Plan-Do" process by supporting the participant's program and associated individual learning requirement throughout each participant's tenure.

#### COURSE ELIGIBILITY

This course is designed to update newly designated ACAT III program/product managers and their deputies on current acquisition policy, principles, and practices. It includes lessons learned from recent experiences and how to operate as a PM in the current environment. Attendees must have successfully completed either PMT 301 or PMT 302. Due to security restrictions, under most circumstances allied and industry students are ineligible to attend.

This is an Assignment-specific course for ACAT III program/project managers and their deputies.

## SELECTED ACQUISITION REPORT COURSE

**[BFM 209]** Mandatory and Assignment-specific Course

**D**esigned to empower acquisition personnel with the knowledge to prepare, generate, and review the Selected Acquisition Report (SAR), the 1-week Selected Acquisition Report Course (SARC) fully integrates the Consolidated Acquisition Reporting System (CARS) and the automated system for Major Defense Acquisition Program reporting into the course curriculum, with in-depth, hands-on training exercises.

Lecture and discussion cover the key concepts of the SAR and each of its sections, with special concentration on the SAR cost variance analyses and categorizations, supplemented by computer-assisted case studies in a fully automated classroom.

#### COURSE ELIGIBILITY

This course is generally limited to acquisition personnel with no previous SAR/CARS experience, with the exception of SAR initiators with some SAR/CARS training. Civilians, under contract to support a military SAR program office, are eligible with the recommendation of the program manager. Generally, the course is open to military officers and DoD civilians, GS-7 and above. Acquisition personnel with prior SAR/CARS experience and training are referred to the SAR Review Course, BFM 210.

This course may be selected as one of the Mandatory courses for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).



## SELECTED ACQUISITION REPORT REVIEW COURSE

[BFM 210] Mandatory and Assignment-specific Course

The Selected Acquisition Report Review Course (SARRC) is a 3-day course designed to empower acquisition personnel with the knowledge required to prepare, generate, and review the Selected Acquisition Report (SAR). The College fully integrates the Consolidated Acquisition Reporting System (CARS) into the course curriculum, with in-depth, hands-on training exercises.

Lecture and discussion cover the key concepts of the SAR and each of its sections, with special concentration on the SAR cost variance analyses and categorizations, supplemented by computer-assisted case studies in a fully automated classroom.

### COURSE ELIGIBILITY

This course is appropriate for acquisition personnel with some previous SAR/CARS experience and training. Civilians under contract to support a military SAR program office, are eligible with the recommendation of the program manager. Acquisition personnel with no previous SAR/CARS experience and SAR initiators with some SAR/CARS experience, but no formal SAR/CARS training, should take the Selected Acquisition Report Course (SARC), BFM 209.

This is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).



## SYSTEMS ACQUISITION FOR CONTRACTING PERSONNEL COURSE

[PMT 341] Assignment-specific Course

Designed to provide the contracting professional with a comprehensive overview of a systems acquisition model, the 2-week Systems Acquisition for Contracting Personnel Course (SACPC) combines lectures and discussions with group activities intended to develop an integrated perspective on the full range of disciplines inherent in the life cycle management of complex systems. The course exposes students to inter-Service views on current issues in systems acquisition and engages them in a series of exercises designed to focus their attention on the complexities and disciplinary interrelationships involved in systems acquisition management. The culminating activity of the course is the development of an acquisition strategy for a major system acquisition.

### COURSE ELIGIBILITY

The SACPC is mandatory for Level III major system contracting personnel, GS-1102-13 through 15, and military equivalents. This category can include contracting officers, contract specialists, contract negotiators, procurement analysts, contract administrators, and price analysts assigned through the program executive officer to a major system acquisition program, as defined in DoDD 5000.1, or who devote 50 percent of their time to a major system(s). Personnel meeting these specific criteria are primary candidates.

Contracting officers assigned to a major system acquisition program are required to complete this training within 1 year of assignment to a major system, regardless of grade level.



## SYSTEMS ACQUISITION FUNDS MANAGEMENT COURSE

[BFM 201] Mandatory Course

**T**his 1-week course explores all aspects of financial management needed for managing a DoD weapon system acquisition. It provides basic information on Cost Estimating; Budget Formulation; the Planning, Programming, and Budgeting System; Congressional Enactment; and Funds Execution.

The course profiles the total budget process from the viewpoint of the program manager and the perspective of the Office of the Secretary of Defense Comptroller staff, and compares the fiscal environment at all levels (Program Office, DoD, and the Executive and Legislative Branches).

Specific topics include cost estimating terminology; cost estimating methodologies; budget policies; Program Objective Memorandum and Budget Estimate Submission preparation; reviewing and analyzing program budgets; the authorization and appropriation process; the release and control of funds; and accountability during funds execution.

Instruction includes lectures/discussions, case studies, and student-led discussions. Guest speakers with expertise and experience augment the resident instruction.

### COURSE ELIGIBILITY

The course is open to military officers, rank O-3 and above, and DoD civilians, grade GS-11 and above, who hold, or have been selected for, supervisory-level positions responsible for key decisions affecting the management of funds for a DoD weapon system acquisition program. Key members of a functional office in support of a program office as well as higher-echelon staff positions associated with defense systems acquisition will find the information presented helpful. Course prerequisites include Contractor Performance Management Fundamentals (BFM 102) and Fundamentals of Systems Acquisition Management (ACQ 101) or their equivalent.

This is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

## SYSTEMS ACQUISITION FUNDS MANAGEMENT COURSE

Correspondence Course

[BFM 201] Mandatory Course

**O**ur correspondence version of the Systems Acquisition Funds Management Course (SAFMC) examines the total budget process fiscal cycle through all levels of the DoD, Office of Management and Budget, and the Congress. It also examines cost analysis; budget concepts; the DoD planning, programming, and budgeting system; the congressional authorization and appropriation process; and the budget execution process. Specific topics include development of program office Program Objective Memorandum and budget submissions, review and analysis of program budget at higher levels within the Federal Government, release and control of funds for the systems acquisition process, and program office accountability in budget execution.

The self-paced home study guide has six sections divided into specific budget issues. Each section includes a pre-quiz and answer segment, an objective, an introductory statement, the narrative and summary, and post-quiz and answer segment.

### COURSE ELIGIBILITY

The correspondence version is open to military officers, rank O-3 and above, and DoD civilians, GS-11 and above, in defense systems acquisition. Prerequisites include Contractor Performance Management Fundamentals (BFM 102) and Fundamentals of Systems Acquisition Management (ACQ 101) or their equivalent.

*If you are fulfilling the requirements of DoD 5000.52-M, contact your local training office or the Service or Defense Acquisition Career Manager listed on pp. 35–36 for application procedures. Individuals not enrolling to meet mandatory requirements should call (703) 805-3704/2146 or DSN 655-3704/2146.*

This is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52M).

# SYSTEMS ACQUISITION MANAGEMENT FOR GENERAL/FLAG OFFICERS COURSE

[DSMC-1] Continuing Education Course

**T**his 1-week senior, executive-level course focuses on understanding the perspectives and positions of current key decision makers from the legislative and executive branches of government and the defense industry. The Systems Acquisition Management for General/Flag Officers Course (SAMC) concept and design includes the most recent topics that will, or may, affect the weapon systems acquisition environment. The College designed the General/Flag Officers Course for individuals who are not graduates of the DSMC Program Management Course or Advanced Program Management Course to provide a policy and executive level context relative to the acquisition program management community.

The course explores how participants can better support, guide, or oversee acquisition programs. Participants interact directly with senior leadership to benefit from their insight on current policy and acquisition initiatives. Specific discussion is directed to the most recent legislative and executive actions affecting weapon systems acquisition. In addition, the course focuses attention on current DoD policy and procedural initiatives, for which implementation is having, or will have, a profound effect upon the weapon system acquisition management environment.

Each 1-week course is uniquely tailored so that the schedule provides congressional perspectives coverage by a Member of Congress or an appropriate con-

gressional staff member. Defense industry perspectives are shared concerning the government as a marketplace and the resultant corporate objectives, principles and strategies. Executives from the Office of the Secretary of Defense (OSD) and its implementing agencies address acquisition management policy, resource allocation policy, as well as procedures and initiatives contemplated, planned, or underway. Senior civilian and military managers from the Military Services describe insights concerning their acquisition policies. Program executive officers describe acquisition procedures implemented in keeping with the current policies.

Also, program managers relate how they are answering the challenge presented within the resources given, how resources are being used, what issues remain, and what lessons can be learned. In facilitated discussions on current issues, faculty members address government contracting procedures and resource allocation processes and their impact upon government and industry relationships. Recent sessions addressed such hot topics as DoD reorganization and consolidation; acquisition reform; downsizing; quality initiatives; industrial-base issues; environmental concerns and requirements; "earned value"; computer software acquisition; life-cycle support; and cost as an independent variable.

## COURSE ELIGIBILITY

This is an optional course open to military general/flag officers and senior executive service civilians, who are working in positions requiring an understanding and working knowledge of DoD systems acquisition. Additionally, participants of equivalent rank from the defense industry and other federal agencies are admitted on a space-available basis. A Secret security clearance is required for all participants.



# Course Directors



Mr. Richard Kwatnoski  
AIMW  
MPMC Co-Director



Lt Col Dan Simek, USAF  
APMC



Lt Col Russ Barbero, USAF  
APQMC



Mr. Paul Shebalin  
ASAMC



LTC Robert Otlowski, Jr.  
USA  
ASPRDEC



Ms. Siobhan Tack  
BCEFMW



LTC Jim Huskins, USA  
BSAMC



Lt Col Dave Melton, USAF  
CPMFC



Mr. Phil Hornick  
CPMFC-Correspondence  
SARC/SARRC



Mr. Gary Richard  
CFAMC



Dr. Robert Burnes  
DAEOW, EMC, SAMC



Mr. Gary Hagan  
DSAMC



Dr. J. Robert Ainsley  
EPMC



Mr. Michael Krause  
ERC



Mr. John Claxton  
ETEM



Maj Russ Barker, USAF  
FSAMC



Mr. Joel Manary  
IALC



Lt Col William Eischens  
USAF  
IAWTEC



Ms. Melissa Boord  
ICPMC



Mr. Robert D. Carlson  
ISAC



LTC Patricia Lane, USA  
ISAMC



Mr. Randy Zittel  
ISPRDEC



Maj William Swank, USAF  
ITEC Co-Director



Dr. Jay Gould  
ITEC Co-Director



Mr. Don Hood  
ISTT/CC  
MPMC Co-Director



Mr. Bill Erie  
OMDCC



Mr. Mike Mears  
PMSC



Mr. Tom Siemsen  
SACPC



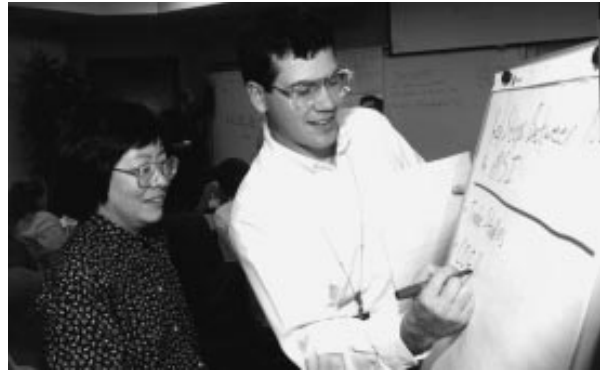
Mr. Robert J. Bohls  
SAFMC



Ms. Sharon Richardson  
SAFMC-Correspondence

\*Co-Course Director with the Information Resources Management College (IRMC)

# Additional Educational Opportunities



**B**esides our regular course offerings, the College also sponsors additional educational opportunities. The following courses are specially designed to meet individual and organizationally unique education or issue requirements.

## DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE (DSAMC)

The College designed DSAMC for defense industry program managers and mid-management level personnel from industry who desire a thorough introduction in the policies and procedures unique to the management of defense acquisition programs. Accordingly, the DSAMC objective is to provide industry students with a better understanding of the acquisition management environment of their government counterparts.

Sponsored by the American Defense Preparedness Association (ADPA), the DSAMC is taught by DSMC under the provisions of a Memorandum of Understanding between the College and the Association. A series of case studies and executive-level guest speakers from government and industry augment the lecture and discussion.



The course may be offered up to four times a year, depending on demand; course dates are advertised by ADPA. The College opens the course to a limited number of military officers in grades O-4 and above, and government civilians in grades GS-13 and above. Although the DSAMC does not satisfy any of the mandatory course requirements for DoD employees specified in DoD 5000.52-M, "Career Development Program for Acquisition Personnel," it does afford experienced DoD personnel an excellent opportunity to update their knowledge of the latest developments in defense acquisition policies, processes, and procedures.

## CORRESPONDENCE OFFERINGS

The College is positioning itself to serve more customers in the future in more ways. Toward that end, we offer three individual study program courses by correspondence: Basic Software Acquisition Management Course (BSAMC), SAM 101 (available summer 1993); Contract Performance Management Fundamentals Course (CPMFC), BFM 102; and Systems Acquisition Funds Management Course (SAFMC), BFM 201. These courses are fully described in the "Course Descriptions" section of this Catalog. (Please note that SAM 101 is offered by correspondence only, and is expected to be available by November 1996. The other two offerings – BFM 102 and BFM 201 – are offered in-residence as well as by correspondence.)

## EQUIVALENCY EXAMINATION

In FY 97 DSMC will offer an ACQ-201, Intermediate Systems Acquisition Course (ISAC) Equivalency Examination. Applicants for the Equivalency Exam must meet the DoD 5000.52-M requirements for their career field in all respects except training.



# Key Phone Index

## Faculty can be reached on Internet by using the following address format:

Last Name First Initial@dsmc.dsm.mil (Example: doe@dsmc.dsm.mil)

### DSMC Main Campus Listing

Commandant .....	(703) 805-3360
DSN .....	655-3360
Fax .....	805-3857
Deputy Commandant/Provost .....	(703) 805-2155
Academic Programs Division .....	(703) 805-5146
College Administration and Services Division .....	(703) 805-5182
DSMC CPO .....	(703) 805-2723
DSMC Press .....	(703) 805-3056
Emergency Number .....	(703) 805-3241
NCO Page .....	(703) 515-5661
Executive Institute .....	(703) 805-4857
Faculty Division .....	(703) 805-2764
General Information (7 a.m.-4:30 p.m.) .....	1-800-845-7606
Home Page .....	<a href="http://www.dsmc.dsm.mil">http://www.dsmc.dsm.mil</a>
Human Resources Department .....	(703) 805-3363
Registrar .....	(703) 805-2227
Catalog/Transcript Requests .....	(703) 805-3681
Registrar Internet Address .....	<a href="mailto:registrar@dsmc.dsm.mil">registrar@dsmc.dsm.mil</a>
Research, Consulting, and Information Division .....	(703) 805-2289
School of Program Management Division .....	(703) 805-5173

### Fort Belvoir Post Listing

Belvoir CPO (One-Stop) .....	(703) 805-3865
Billeting .....	(703) 805-2333/2307
DeWitt Hospital Emergency Room .....	(703) 805-0518
Military Police .....	(703) 806-3104/3105
Officers Club .....	(703) 780-0930

### DSMC Regions Listing

Eastern Region .....	(617) 377-3593
DSN .....	478-3593
Fax .....	(617) 377-7090
Southern Region .....	(205) 876-2753
DSN .....	746-2753
Fax .....	(205) 876-7268
Central Region .....	(314) 263-1142
DSN .....	693-1142
Fax .....	(314) 263-1719
Western Region .....	(310) 363-1159
DSN .....	833-1159
Fax .....	(310) 363-5992

For more information on DAU courses, see the 1996/97 DAU course catalog or download the latest version of the course schedule by calling the DAU bulletin board at (703) 820-9527.

# Faculty and Staff

(This listing reflects 1 October 1996 status.)



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M.S., University of California at Davis  
M.B.A., Boston University

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M.S.A.E., Naval Postgraduate School  
M.S., The George Washington University  
C.A.G.S., Virginia Polytechnic Institute and State University

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M.R.S., National Defense University (ICAF)

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CDR, USN  
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Executive-in-Residence  
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M.S.M., Rensselaer Polytechnic Institute

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M.S.S.M., University of Southern California

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M.P.A., Golden Gate University  
D.P.A., Nova University

### Charles K. Banning

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M.S.E.E., George Mason University

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### Robert J. Bohls

Course Director, SAFMC  
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**Samuel D. Brown, Jr.**  
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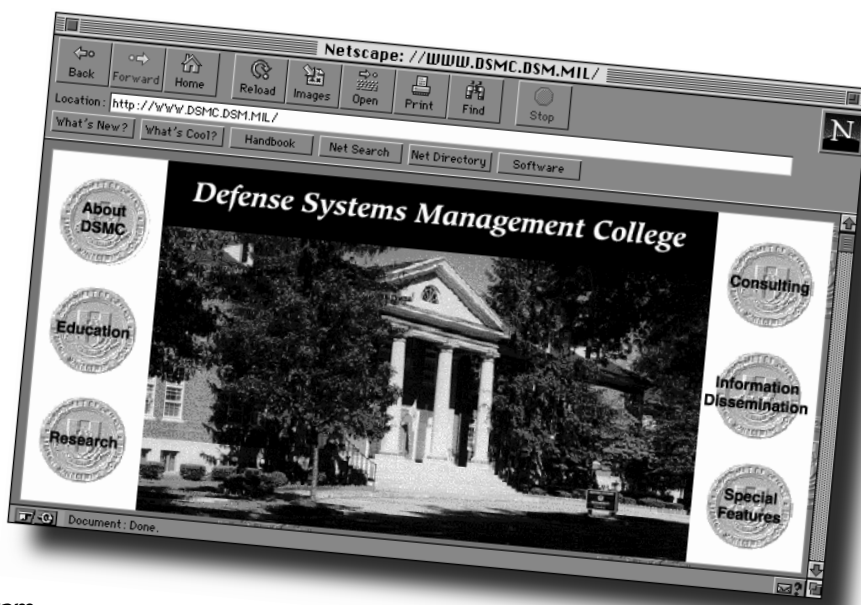
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## **DSMC Vision**

We are the academy of distinction promoting systems management excellence.

## **DSMC Mission**

We promote and support the adoption and practice of sound systems management principles by the acquisition workforce through education, research, consulting, and information dissemination.

## **DSMC Values**

We support, respect, and trust each other. We are all responsible for customer satisfaction. We take pride in our work and pursue excellence in what we do.

## **DSMC Emblem**

### **Leadership, Scholarship, Management**

The emblem of the Defense Systems Management College was devised in 1971. Its three stars represent the Departments of the Army, Navy, and the Air Force; together they suggest the joint-Service nature of DSMC. The stars are superimposed on the outline of a pentagon, which suggests the jurisdiction of the Department of Defense. The three-division shield, upon which the stars and pentagon rest, suggests the three-part school mission. Translated, the emblem's motto reads, "Leadership, Scholarship, Management."

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